DOCUMENT RESUME

ED 042 519 RC 004 512

TITLE Southwestern North Carolina Planning and Development Commission. Investment Program, Fiscal Year 1971.

INSTITUTION Southwestern North Carolina Planning and Development Commission, Sylva.

PUB DATE 1 Apr 70

NOTE 48p.

EDRS PRICE EDRS Price MF-$0.25 HC-$2.50

DESCRIPTORS *Developmental Programs, Economics, Education, Health, *Human Resources, Labor Supply, Migration Patterns, *Natural Resources, *Planning Commissions, *Rural Development, State Federal Aid, Tables (Data)

IDENTIFIERS *Appalachia, North Carolina

ABSTRACT

Six counties (Cherokee, Clay, Graham, Jackson, Macon, and Swain) in southwestern North Carolina have formed a planning and development commission which is legally responsible for all project approval in the area. In the document, a brief history of each county is provided in terms of what has been done in relation to the natural and human resources. Projects planned for 1971, such as new buildings for the technical institutes serving the counties, are described. (LS)

ED042519

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY

RECEIVED
JUL 29 1970
NMSU
E.R.I.C.

SOUTHWESTERN NORTH CAROLINA

PLANNING AND DEVELOPMENT COMMISSION

P.O. Box 66
Sylva, North Carolina

INVESTMENT PROGRAM

FISCAL YEAR 1971

April 1, 1970

R004512

RECEIVED
JUL 29 1970
NMSU
E.R.I.C.

SOUTHWESTERN NORTH CAROLINA
PLANNING AND DEVELOPMENT COMMISSION

Investment Plan

Outline and Content:

I. General Concepts

A. Human Resource Development. To develop programs, services and facilities necessary to raise the level of potential of the people to a satisfactory level on which to base programs of economic development for the people and the region.

1. Improvement of health programs and services to acceptable standards.

Specific development objectives:

a. Hospitals -- to guarantee the optimum need for acute beds and bring each hospital up to the minumum standards for accreditation.

b. Public Health Programs and Services -- to improve health programs and work out procedures which guarantee delivery of health services to the people.

c. Long-term Care Facilities -- to provide adequate long-term care beds to meet the needs and relieve the use of acute beds.

d. Diagnostic Treatment Clinics and Services -- to meet needs.

e. Public Welfare Services -- to develop programs and services to meet the needs of the people who are now deprived of adequate social services.

f. The Manpower Problem -- to provide facilities and programs necessary to train professional and paraprofessional staff to meet the needs of the region in all areas.

g. Mental Health -- to continue to operate programs and provide facilities where needed.

h. Mental Retardation -- to meet the needs for mental health and retardation services.

i. Health Education -- to develop programs of Health Education for people of all ages.

j. Dentistry -- to expand the dental services to meet the needs of the region.

2. Raising the level of education attainment. Provide facilities and programs which will provide every individual with education opportunities to develop maximum capability in each for a better life.

   Specific areas of interest and development objectives as designated by the members of the Education Advisory Council:

   a. School Administration and Organization.

   b. Physical Facilities.

   c. Early Childhood Education.

   d. Elementary Education.

   e. Secondary Education.

   f. Occupational Training and Counseling.

   g. Education Beyond High School (Higher Education).

   h. Curriculum Development.

   i. Education Media.

   j. Special Education (Mental, Social and Cultural Retardation, Health & Welfare needs).

3. Priorities for Project Development in Education:

   #1. Early Childhood Education and Child Development.

   #2. Occupational Training and Counseling (Research, Planning and Facilities).

   a. Middle Grades - introduction to vocations.

   b. Secondary School Level - occupation training, live projects, laboratories and shops.

   c. Technical Institutes - advanced training and continuing education.

B. <u>Urban Base Facilities for Basic Community Services.</u> To meet at least the minumum standards required to provide satisfactory community services expected in today's standards for better living.

   Areas for Project Development:

   1. Approved Water Systems.

2. Satisfactory Sewage and Waste Disposal Systems.
3. Adequate Fire Protection.
4. Safety Law and Order.
5. Transportation.
   a. Highways
   b. Access Roads
   c. Thoroughfare Plans
   d. Airports
6. Public Housing (to provide acceptable housing standards).
   a. Low-to-Middle Income Housing
   b. Better Housing by Private Sector
7. Recreation Facilities and Programs.
   a. Local Projects (Town and County)
   b. Regional Complexes
   c. Private Sector Investments
   d. Public Investments
8. Libraries to Meet Educational, Social and Cultural Needs.
   a. Regional Systems
   b. Local Services

C. <u>Natural Resources, Conservation, Preservation and Development</u>.

1. Soil and Water Conservation Districts.
   a. Agricultural stabilization and Conservation Service Programs
   b. Resource, Conservation and Development Program of Soil Conservation Service
   c. Land Use Plan Development and Enforcement
   d. Multi-purpose Water Resource Development Projects by TVA
   e. Reforestation and Timber Management Programs of the U. S. and N. C. Forest Services
2. Environmental Improvements and Pollution Abatement
   a. Solid Waste Disposal Program by Towns and Counties
   b. Stream Sanitation and Pollution Abatement

c. Air Pollution Control

d. Environmental Health

D. Business and Industrial Development for Full Employment. To raise family and per capita incomes to acceptable levels and provide satisfactory services and facilities to meet the needs of all segments of the population at a level expected in today's sophisticated society.

Specific development objectives are in areas of human resource development, urban base facilities and natural resource development:

1. To raise the level of health
2. To provide the business and industrial community with suitably trained personnel (manpower training)
3. To raise the level of education attainment
4. To improve transportation facilities and services
5. Recreation facilities and programs
6. Libraries
7. Adequate housing and community facilities
8. Water resource development (approved supplies)

II. Priority Needs - Regional and Individual County Analyses.

III. Project Bank.

a. Regional

b. Local (Town and County)

IV. Capital Budgeting System.

V. Investment Plan.

DISTRICT

SOUTHWESTERN NORTH CAROLINA

PLANNING AND DEVELOPMENT DISTRICT

I. OVERVIEW:

Economic development in the six southwestern counties of Local Development District Number I should definitely be continued on a strategy of encouragement. Upon the assumption that a continuation of the growth trends made between 1960 and 1967 will continue, as clearly defined in the initial Investment Guidelines, the Southwestern District is on the threshhold of a cultural, social and economic renaissance. Former out-migrants from the region are returning in ever increasing numbers. The rate of out-migration is leveling off. The natural increase in population is reflected throughout the district. Every town and county is experiencing an acute shortage of housing for families at all income levels. Employment opportunities have never been so good. Construction and industrial employment is up. The trend away from agriculture continues as the economy continues to shift from the agrarian to an industrial society. A corresponding shift from the rural to the urban environment is taking place.

A near frenzy of activity in every county is being carried on to help stem the tide of out-migration from each county and the region. Every available local dollar for matching funds is going into economy building projects and resource development. Airports, hospitals, sewage disposal, vocational education facilities and libraries are a few of the well selected projects.

Additional jobs are needed for the unemployed, the surplus farm labor, the underemployed and the young people entering the labor

market.

The construction boom continues on the Western Carolina University campus at Cullowhee; a new Business and Economics Building was completed and occupied in September, 1969. Construction is now underway on an Industrial and Fine Arts Building. The University's rate of growth is years ahead of earlier predictions and more is yet to come. A Physical Education Building is nearing completion. An addition to the Administration Building is planned for 1971-72. Two additional high-rise dormitories are to be started in early summer. Over 10 million dollars in facility construction is planned for the immediate future. This is all a part of the state and institution's efforts to provide better service to the region.

Optimism and hard work are giving birth to growth and prosperity out of economic depression. The Appalachian program is at work, "the imagination to see something which is not there, to ask 'why not' and the will to place something where nothing was before" is prevalent throughout the district. The magic ingredient is the will to try and the strength to continue.

Every county in the Southwestern District is beginning a burgeoning population change, every dollar in urban base facilities and in human resource development projects is giving maximum returns to the investors, both private and public.

The tables on the following page indicate the growth in the southwestern North Carolina counties with reference to population changes and projections, employment and unemployment, average weekly earnings and gross retail sales:

GROWTH INDICATORS IN THE SOUTHWESTERN N. C. COUNTIES

County	Population Change 1960	1967	Change	Projections 1975	1980	2,000	2020
Cherokee	16,335	16,948	+613	17,200	18,000	21,000	25,000
Clay	5,526	5,182	-344	5,100	5,000	6,000	10,000
Graham	6,432	6,930	+498	6,100	6,000	7,000	10,000
Jackson	17,780	19,960	+2180	19,000	20,000	21,000	22,000
Macon	14,935	15,385	+450	15,500	16,000	18,000	22,000
Swain	8,387	8,979	+592	8,700	9,000	11,000	13,000
Totals	69,395	73,384	+3,989	71,600	74,000	95,000	102,000

EMPLOYMENT AND UNEMPLOYMENT RATES

County	1962 Empl.	% Unempl.	1964 Empl.	% Unempl.	Work Force	1967 Empl.	% Unempl.
Cherokee	3,920	19.2	4,290	13.0	6,510	5,590	8.6
Clay	1,340	15.7	1,260	13.7	1,580	1,420	10.1
Graham	1,350	24.6	1,540	16.8	1,730	1,530	11.6
Jackson	5,010	7.6	5,910	5.9	6,480	6,150	5.1
Macon	4,000	10.3	3,990	9.9	4,680	4,450	4.9
Swain	2,620	16.0	3,430	15.5	3,950	3,620	8.4

AVERAGE WEEKLY EARNINGS

County	1962	1964	1967
Cherokee	$57.76	$61.90	$70.40
Clay	53.07	57.10	61.81
Graham	70.78	76.89	88.35
Jackson	59.61	65.04	74.05
Macon	62.18	65.47	73.13
Swain	48.91	55.26	58.78
North Carolina	73.97	80.18	92.77

GROSS RETAIL SALES

County	1959-1960	1967-1968
Cherokee	$13,560,684	$23,278,937
Clay	3,287,327	5,129,314
Graham	3,831,368	6,055,115
Jackson	11,763,458	21,724,012
Macon	13,609,198	24,247,382
Swain	6,602,950	10,070,303

BASIC CONCEPT OF REGIONAL PLANNING AND DEVELOPMENT

During the Spring of 1966, between the month of February and May 1, the Southwestern North Carolina Economic Development District was established as one of seven Local Development Districts in the 29 counties of Appalachia, N. C. Its Commission became active on May 1, 1966.

I. Human Resource Development:

Very early this Commission, after considerable study, decided to place its major emphasis on human resource development programs and designated health the #1 priority need of the region. This was followed by a resolution to place the next effort on urban base facilities as a foundation for sound economic development and project planning.

A. A health committee was appointed which led to the formation of a health council called "The State of Franklin Health Planning Council."

The general purpose of the Health Council is to study the needs and resources of the region in order to make the fullest possible use of all resources and to deliver to all the people the greatest possible service in health care, including mental, physical and environmental health.

The detailed objectives are centered around the following health areas:

1. Hospitals
2. Public Health
3. Long-term Care
4. Diagnostic and Treatment
5. Public Welfare
6. The Manpower Problem
7. Mental Health
8. Mental Retardation
9. Health Education
10. Denistry

Specific projects are developed within these objectives. The Council was not approved as a 202 Health Demonstration Project by the ARC, but was approved as a health planning agency under Regional Medical Programs P. L. 89-749. After the funding and staffing of the Health Council, the Commission cut it loose on its own to a limited extent. This can never happen entirely because the members of the Southwestern Planning and Development Commission are the public members on the Board of Directors of the Health Council.

B. The Commission moved ahead in the human resource area and designated Education #2 priority for the region. This was based on the low level education attainment of the adult population. Only 7.9 grades for the average 25-year old. Again from an appointed committee, and Education Advisory Council was formed. Its general goal is to study the education needs and resources of the region to provide to all people the maximum possible in the way of education programs and benefits.

Specific areas of interest and development objectives are:

1. School Administration and Organization
2. Physical Facilities
3. Early Childhood Education
4. Elementary Education
5. Secondary Education
6. Occupational Training and Counseling
7. Education Beyond the High School (Higher Education)
8. Curriculum Development
9. Educational Media
10. Special Education (Mental, Social and Curtural Retardation, Health and Welfare Problems)

Priorities for project development:

#1 Early Childhood Education and Child Development (Research, planning and development)

#2 Occupational Training (Research, planning and facilities)

a. Secondary School Level

b. Technical Institutes

II. Urban base Development was selected as an area for immediate project development.

III. A third area for development is in Natural Resource Preservation and Development. To preserve the natural resources of the region for both aesthetic values and enjoyment by the people for today and for future generations, and as an economic base in attracting tourists, recreation development and conservation through programs of reforestation for conservation of soil, water, wild game, beautification and cash income from scientific timber management are the objectives. Specific areas of project development are chiefly in:

A. Soil and water conservation districts.

(ASCS programs, R C & D projects of SCS, dam construction and channel improvement by TVA, reforestation and management by U. S. and N.C. Forest Services.)

B. Environmental improvements and pollution abatement

1. Solid waste disposal by counties
2. Stream sanitation and water quality control
3. Elimination of air pollution
4. Environmental health

IV. Business and industry development projects which will improve the business and industrial climate for full employment of the region's work force at good wages.

Specific development objectives are in the areas of human resources, natural resources and urban base facilities:

1. Occupational training at the secondary school level, technical and occupational training in technical institutes and professional training at college and university levels.

2. Water Resource Development
3. Land Use Planning
4. Pollution Abatement
5. Water, Air, Environment
6. Fire Protection
7. Transportation
   Highways
   Airports
8. Housing and Community Facilities
9. Education at all Levels
10. Public Health Programs

III. PROJECT BANK

AREAS OF REGIONAL PLANNING IN ORDER OF PRIORITY

1. Regional health plans (planning and development
2. Regional education plans (research planning)
3. Child development project (research and planning)
4. Regional housing authority (low-to-middle income public housing
5. Regional transportation
   a. Highway plan (by state)
   b. Access roads (by State
   3. Airports (By Commission and FAA)
6. Solid waste disposal plans
7. Regional land use plan (by counties)
8. Regional recreation development plan (terminal complexes)
9. Regional intern programs (service-learning)
10. State park development
11. Centrally located market for agricultural commodities, produce and livestock.

LOCAL (COUNTY PROJECTS AND PRIORITIES IN NUMERICAL ORDER

A. Cherokee County (Murphy)

1. Community Service Center (Murphy) (HUD N.F. Project)
2. County water and sewer plans and development
3. Industrial park complex, Valley River Valley
4. Consolidated school system
   (Comprehensive high school)
5. Recreation complex - planning and development
6. Hospital facility or clinic at Murphy - planning
7. Land use plans, county-wide
8. Rural fire protection
9. Solid waste disposal
10. Public housing

B. Clay County (Hayesville)

1. New courthouse and jail or courthouse renovation
2. Public housing
3. Solid waste disposal
4. Access roads to golf course and housing projects
5. Health clinics or facilities
6. Water and sewer system for Hayesville
7. Land use plans
8. Rural fire protection
9. School consolidation program - Voc. Ed.
10. Recreation complex study
11. Corridor "A" to Macon County and eastward
12. Commercial T. V. from North Carolina channels

C. Graham County (Robbinsville)

1. Water and sewer systems - towns and environs
2. Neighborhood Facility
3. Consolidated school system
    a. comprehensive high school
    b. vocational department
4. Solid waste disposal
5. Land use plans
6. Public housing - self liquidating
7. Access roads - State and ARC
8. Recreation complex planning

D. Jackson County (Sylva)

1. Community development projects
    a. Water and sewer systems
    b. Rural fire protection (Cullowhee, Scotts Creek Lovesfield, Cashiers)
2. Solid waste disposal
3. Airport
4. Recreation projects (county)
5. Public housing
6. Land use plans
7. Access roads - Sapphire Valley

E. Macon County (Franklin)

1. Recreation complex (county program)
2. County office or service building
3. Franklin water system
4. Hospital
5. Sewer extension and repairs to old line
6. Townlift and recreation project, Franklin
7. Rural fire protection
8. Town zoning - building inspection, fire, electrical plumbing and building codes

9. Solid waste disposal
10. Recreation project - Highlands
11. Town limit and street extension (Franklin)
12. County land use plan
13. Public housing
14. Access road - Nantahala School
*15. Flood control, TVA, Little Tenn. River

*High priority but no funds available

F. Swain County (Bryson City)

1. New comprehensive high school
2. Industrial park development
3. Town of Bryson City water supply (Improvement lake)
4. Sewage improvement plan. (removing surface water from system)
5. Public and other housing projects
6. County land use plan
7. Recreation complex (including an 18 hole championship golf course)
8. Solid waste disposal expansion

IV. CAPITAL BUDGETING SYSTEM

Capital investment budgeting by counties

County	Estimated Total Local Project Cost 1971	1975
Cherokee	$469,000	$2,000,000
Clay	355,000	600,000
Graham	358,000	750,000
Jackson	825,000	2,000,000
Macon	825,000	1,000,000
Swain	300,000	750,000
Totals	$3,132,000	$7,100,000

The information above for project development in 1971 is an indication of the backlog of urgently needed projects. These totals represent only the local project costs for the year indicated. Many are not eiligible at this time for basic grant assistance.

The 1975 estimates include carryover from unfinished 1971 projects and those developed in the ensuing years up to and incling 1975.

The totals range from fairly realistic estimates to wild guesses as to needs and costs.

Emphasis on further school consolidation, occupational training and beginning a state kindergarten system will require huge sums of money to meet education facility and equipment costs. Such new programs as child development and early childhood education, whether they are health, education or interagency programs will require additional large sums from local sources of revenue.

It is necessary to look upon these cost projections as obligations of present economic conditions and tax resources.

If these and earlier investments bring the proper return, the local economy will strengthen. More houses will broaden the ad valorem tax base. More industries will produce jobs and full employment, greater retail sales of goods and services.

These changes are easily anticipated, but federal and state tax programs have already removed the cream from the milk of healthy economic expansion. Through federal and state income tax deductions, gasoline and state sales taxes, license fees and every source of tax revenue except property tax, economic benefits are bled away from the local governments. This is a sound basis for expansion of federal and state assistance programs to local governments.

Not since World War I has the property tax been able to support local governments and their constantly expanding need to provide additional programs, services and facilities, many of which were created by new state and federal legislation.

The grant-in-aid programs of the federal agencies are a great re-

lief for those more affluent local governments able to meet the 50 to 70 per cent matching requirement. The state has assisted by taking over local responsibility for road construction and maintenance. The cost of the public education system operation is assumed by state government. There are other instances of total state support or generous contributions to local government projects, programs and services.

Additional federal financial assistance is available to local communities through regional programs for development. Frequently federal basic grants and supplemental grants provide financial support up to 80% of the total project cost, but the less affluent counties with only little, if any, non-tax sources of revenue are hard pressed to take advantage of the needed projects supported from federal sources at the 80% level or any level less than 100%.

A $1,000,000 hospital project may receive 50 to 55% in Hill-Burton funds, but a local community may not be able to match the $500,000 grant and most are hard pressed to provide the $200,000 minimum requirement to match 80% assistance. In such projects many items are identified as "ineligible" for federal support. The total cost of these items, which can't be eliminated, must be borne locally.

A more realistic approach must be taken to provide adequate local government capital investment budgeting. The needed investments in the counties of the Southwestern Planning & Development District are realistic, but the required local investments are totally unrealistic and meaningless for every county. This is reflected in the number of projects to be actually attempted in the 1971 fiscal year set out in the investment plan as appoeed to actual needs.

Several states have developed a "kick-back" plan for distribu-

ting state surplus funds to local governments. This is not generally a good solution due to the wide range from nothing to a fairly good kick-back in some years. It is not a sound basis for budgeting programs for project funds because in lean state surplus years there are no kick-backs.

Many state officials frown upon the invasion of the sales tax resource by local governments such as the 1¢ local option offered the counties of North Carolina this year. Many local citizens fear the danger of pyramiding the sales tax percentages. North Carolina already has three per cent of the sales tax. One county took advantage of a full fourth cent and 25 counties approved the offer of a shared 4th cent, but fear the addition of a fifth cent by the state at some future date.

The ultimate answer seems to lie in a grant-in-aid program at the state level for certain necessary areas of development. The amount to be determined by a rigidly enforced ability to pay plan up to 100% in counties unable to provide necessary basic facilities. A broad spectrum of assistance programs could be designed to encourage state revenue producing projects. Tourism and recreation not only support the local economy, but pour huge sums of gasoline, sales, whiskey and other taxes into the state treasury. Investments in recreation projects and good highways and access roads will result in increased revenue to the state and federal governments.

Immediate recommendation for developing such a state grant program to be used with local funds for matching federal grants should be made to the Governor, the Advisory Budget Commission and the members of the North Carolina General Assembly for the enactment of appropriate legislation to bring this about. "Pork barrel" awards from surplus funds

is not the answer for obvious reasons inappropriate to consider here.

The alternative is to give the local governments a portion of the tax revenues collected at the local level such as sales and gasoline taxes, permits and operator's license fees and other tax schedules which bleed away local government support. A share in the income tax at the local level would provide local funds for a wide variety of uses.

The property tax is no longer capable of supporting the complex programs necessary in local government today. Actually, it never was fair, honest or adequate.

Steps must be taken!

V. THE INVESTMENT PLAN FOR THE FISCAL YEAR 1971

Since the granting of planning authority to the Economic Development Commission by the county governments in the district, a greater emphasis will be directed toward planning responsibility. The hit and miss , indiscriminate method of project identification and development will be abandoned. It followed too closely the "policy of the squeaky wheel" without regard to overall developmental planning.

No lasting damage has been done because all projects fit well within the broad scope of local needs and the policy of the commission to endorse human resource development projects and provide urban base facilities. Only in a case or two could project priority fixing prove to be beneficial. The development of project banks and fixing of priorities within a well developed comprehensive plan will eliminate this weakness.

Regional planning will be done in the areas identified earlier and project development will be within county plans as components of the regional development plans.

Future projects for consideration must conform to county, regional and state plans in order to be eligible for funding at any level.

Availability of very limited local funds for matching federal assistance grants requires rigid observance of this policy.

Cherokee County:

1. In order to provide space for administering the multiplicity of programs and services and to expand badly needed recreation facilities for people of all ages, races, and economic levels, the county and town of Murphy want a community service center. The estimated cost is $300,000. The county is eligible for a 66 2/3% grant from HUD. The remainder to be financed as follows:

Basic Federal Assistance	$200,000	66 2/3%
ARDA Supplemental Assistance(Sec.214)	40,000	13 1/3%
Local	60,000	20 %
Total	$300,000	100%

2. County Planning

The county of greatest development potential in the Southwestern District is probably Cherokee. This is due largely to the great potential found in the Valley River Valley already described under Cherokee County. Efforts will be made to enlist the support of all state agencies in developing plans not only for this valley, but for the entire county

A research and planning grant will be applied for to con-

tract for these services, but the amount is unknown. It should range between $10,000 and $25,000.

Basic Federal Assistance HUD 701 or ARDA 302 b	$25,000
Local Matching	6,250
Total	$31,250

3. Access Roads:

Every effort will be directed toward acquiring access road funds for the golf course and housing projects. Engineering data and cost estimates not available.

Clay County:

1. A water system for Hayesville and environs is a necessity for any growth acceleration. New industries, housing and recreation make this mandatory to meet immediate needs.

Basic Assistance HUD	$250,000	50%
ARDA Section 214	150,000	30%
Local	100,000	20%
Total	$500,000	100%

2. The low percentage of high school graduates attending college is a problem of growing concern to the people. The graduates not attending college and the dropouts are the real problem. The County Board of Education and commissioners are interested in a vocational education department in the local high school to meet this need. The estimated cost is about $275,000.

Basic Assistance ARDA 211	$137,500	50%
Supplemental Assistance ARDA 214	82,500	30%
Local	55,000	20%
Total	$275,000	100%

OR

EDA	$220,000	80%
Local	55,000	20%
Total	$275,000	100%

4. Solid Waste Disposal Plan and Program
5. Access roads are badly needed to recreation, industrial and housing projects. Estimated costs unknown.

Graham County:

1. A water system will be attempted by the Graham County Water Authority to serve Robbinsville and environs.

   Engineering studies indicate the following estimated costs:

HUD Basic Grant	$406,000	50%
ARDA Section 214	243,000	30%
Local Cost to Authority	162,000	20%
Total	$812,000	100%

OR		
EDA	$649,600	80%
Local cost to Authority	162,400	20%
Total	$812,000	100%

2. Community Service Center (N.F.) for social services, health (school) adult education and recreation.

HUD Basic Assistance	$100,000	66 2/3%
ARC Section 214	20,000	13 1/3%
Local	30,000	20 %
Total	$150,000	100%

3. Access Roads:

4. Recreation Studies

5. Housing - low to middle income by Regional Housing Authority

Jackson County:

1. Community Development Planning

   HUD 701 or
   ARDA 302(b)

2. Sewage disposal systems in local communities
   Engineering data and cost estimates incomplete

3. Airport - site selection uncertain
   total cost undetermined

4. Recreation Projects (county)

   This includes the Cashiers and Glenville projects carried forward

from 1970 F. Y. and will include additional site development according to a recent study by Gardner Gridley. Total costs unknown - probably will not exceed $400,000 next year.

Basic Assistance BOR	$200,000	50%
ARDA 214	120,000	30%
Local Funds	80,000	20%
Total	$400,000	100%

5. Access Road, Sapphire Valley

   Cost estimates, incomplete.

6. Soil Survey and Land Use Plans

7. Public Housing (Regional Authority)

Macon County:

1. County Recreation Project. In keeping with the growing recreation economy and need for additional family activities for "Rock Hounds", the county is planning a recreation complex to meet the needs of local people and as a recreation toruist activity center.

Basic Assistance OR	$148,400	50%
ARC Section 214	89,040	30%
	59,360	20%
Total	$296,800	100%

2. County Service Building

Basic Assistance HUD	$ 266,666	66 2/3%
ARC Section 214	53,333	13 1/3%
Local	90,001	20%
Total	$ 400,000	100%

3. Franklin Water System.

Total estimated cost of new water source, transmission lines, treatment facility, storage, and line extensions:

TOTAL	$1,000,000	
HUD	500,000	50%
ARC 214	300,000	30%
Local	200,000	20%
Total	$1,000,000	

4. Angel Community Hospital
   (When Hill-Burton or other federal basic assistance is available)

5. Soil Survey and Land Use Plans

6. Public Housing

7. Paving Nantahala School Road

8. Water Resource Feasibility Study by TVA

9. Highlands Recreation Project

Incomplete, estimated total:	$100,000
BOR	50,000
ARC 214	30,000
LOCAL	20,000
Total	100,000

Swain County:

1. Improvement to Town Water Supply:

HUD	$30,000	50%
ARC 214	18,000	30%
Local	12,000	20%
Total	60,000	100%

2. Water and Sewer to Industrial Park:

EDA Approved	$145,000	70%
EDA Loan	95,000	30%
Total	240,000	100%

4. Soil Survey and Land Use Plan

5. County wide Recreation Survey and Development Plan. (Data Incomplete)

6. Solid Waste Disposal Plan and Project

7. Public School Consolidation Plan and Vocational Education Department.

Estimated Cost Voc. Ed. only	$325,000
Comprehensive high school	675,000
Total	$1,000,000

ADDENDUM TO 1971 INVESTMENT GUIDELINES
SOUTHWESTERN N. C. PLANNING & DEVELOPMENT DISTRICT
Sylva, N. C.

Regional Projects

(1) SOUTHWESTERN TECHNICAL INSTITUTE
(Jackson, Macon, Swain, Sylva, N. C.)

BUILDING NO. 3 ARTS AND CRAFTS

The third building proposed to be constructed on the campus of Southwestern Technical Institute will be designed to include the following: A large multipurpose area, a student lounge area, arts and crafts classrooms and shops, workrooms, display areas, additional library facilities, and educational television and radio studios and associated space. The total cost of the 33,000 sq. ft. structure will be approximately $500,000.

Proposed Funding ARC Section 211	$250,000	50%
ARC Section 214	150,000	30%
Local and/or State	100,000	20%
Total	$500,000	100%

(2) TRI-COUNTY TECHNICAL INSTITUTE
(Cherokee, Clay, Graham, Murphy, N. C.)

This is a proposed building for Administrative offices and classrooms. Present offices are in an old residence and present classroom space is needed for library and learning lab expansion. New classrooms and a laboratory are badly needed. The total estimated space needs are 24,000 sq. ft. Estimated cost and suggested funding are as follows:

Basic Federal Assistance ARC Section 211	$180,000	50%
Supplemental Assistance ARC Section 214	108,000	30%
Local and/or State	72,000	20%
Total	$360,000	100%

Local funds may be from state bonds	$50,000
Remainder from Cherokee, Clay & Graham	22,000
Total	$72,000

(3) CHILD DEVELOPMENT RESEARCH PROJECT PROPOSAL

To provide a model child development program and development training programs for professional personnel in the area of child development and early childhood education.

Estimated project cost:

Basic Federal Assistance	$25,000	75%
Local matching (cash or in-kind)	6,200	25%
Total	$31,200	100%

(4) A PROPOSAL FOR A STUDY TO DETERMINE THE ECONOMIC ASPIRATIONS AND ATTITUDES TOWARD VOCATIONAL OCCUPATIONS AMONG HIGH SCHOOL STUDENTS IN APPALACHIA, N. C., AND ELSEWHERE.

Research and demonstration area six counties of the Southwestern N. C. Planning and Development District.

Tentative estimated project cost:

Basic Federal Assistance	$37,500	75%
Local matching (cash and in-kind)	12,500	25
Total	$50,000	100%

(5) NANTAHALA GORGE STATE PARK

This area is ideal for the state park to serve the far western counties of the state. It is in the heart of a vast area of rich recreation potential. It is midway between the Great Hiawasee River watershed basin and recreation complex of Cherokee and Clay Counties and the Little Tennessee River with its recreation complex from Fontana Dam via Bryson City to the Cherokee Indian Reservation.

The park would border Cherokee County, Graham County, and Macon County with most of the land area in Swain County. Some land area would be in Macon.

A park of some 8,000 to 12,000 acres is easily available and could possibly reach 20,000 acres from Tennessee River to Topton.

Land must be acquired immediately to prevent new highway construction through the Gorge. The alternative is a mountain top road around the Gorge.

Preliminary engineering and cost estimates unattempted at this date.

INDIVIDUAL COUNTY ANALYSIS

Pages 1-83

CHEROKEE COUNTY

Murphy continues to be the area of growth potential in this county and the adjoining counties of Clay and Graham in the extreme southwest portion of the state.

Present county growth is not confined to Murphy, but is shared by the Town of Andrews, the rural areas of Peachtree and the Valley River Valley. This is the valley identified in the initial Hammer, Greene Siler Associates Study as a part of the area of significant growth potential between Murphy and Andrews. The new airport is located here and new industries are locating in the corridor. The valley has rail service by the Southern Railway over its Asheville-Murphy branch, and will be the location of the ARDA Developmental Highway Corridor "K" to Chattanooga. The valley is broad with much open land for development. It is bordered by mountain ranges and foothills ideally suited to residential development.

The county west of Murphy, in the Nantahala National Forest and around the Appalachia and Hiawassee TVA Reservoirs, has great potential for recreation and development.

The county is right for broad based economic expansion in several segments.

There is room for continuation of the agricultural economy for local and export markets; tourism and recreation can expand as facilities are developed. A championship golf course is nearing completion at Murphy. Other recreation facilities and attractions should be furnished in the area. Support facilities are being developed by the private sector to meet demands.

Room for industrial expansion is almost unlimited. Jobs for up to 100,000 people could be provided in the valley corridor. Cherokee, Graham, Clay and Swain counties in North Carolina will be labor resource areas. North Georgia counties and the border counties of East Tennessee could furnish much labor if needed in new industries.

A manpower training facility, Tri-County Technical Institute, is located at Peachtree, south of Murphy. Occupational training needs and facilities at the secondary school level are being studied for Cherokee, Clay and other counties.

A master development plan, based upon extensive research, should be prepared around this River Valley covering the four adjoining counties. Large investments of federal, state and local funds will be needed to plan and develop this valley for its maximum potential. Huge sums of money must go into basic planning and facility development.

There is open space in these three westernmost counties to accommodate thousands of people from the overcrowded regions of the country. Population redistribution will take place when opportunities are provided away from the crowded cities. Many will want to relocate here. Natives will remain at home when jobs and opportunities are made available locally. Former out-migrants will return in greater numbers. Friends and relatives will follow them in order to escape from big city congestion and the ghettos.

The spillover from the national economy will flow into the areas prepared to accomodate it. This valley should be made ready.

The fast growing comsumer market of the Southeastern States will attract industries and services to the best communites. The

proximity of these counties to Knoxville, Chattanooga, Cincinnati, Nashville, Louisville, Atlanta and Birmingham and even New Orleans, provide unlimited market possibilities for everything which can be produced in the region. These cities alone could purchase every Christmas tree that the farms and forests could produce in all western North Carolina. Fresh vegetable markets in Atlanta and Knoxville can easily absorb the total production of fruit and vegetable crops.

The agricultural economy needs to be redesigned and developed into high yield specialty crops, rather than attempt to compete with the mass production techniques of the national farm economy. Family type operations are ideal for the characteristically large farm families of the region. Agriculture must continue to be the backlog of the local economy. Home gardens, poultry, meat and dairy products form the staples in the family diet.

Every effort must be made for orderly growth of the valley, county, and region for the ideal or model development for a better life for all the people. It must be protected from the promoters and developers who invade areas of rich potential with overnight get-rich-quick schemes.

Failure to provide basic water, sewage and waste disposal facilities, failure to develop realistic land use plans, subdivision regulations and enforcement, failure to make thoroughfare plans for organized traffic movement and control, and failure to pass and enforce environmental controls will produce a "hodge podge" of development problems and a cesspool of sewage and solid waste land and water pollution.

Development must be sound, slow and efficient. Industry seekers must be highly selective. Good paying growth industries of the most desirable quality, large or small, will prove to be most beneficial to the region in the long pull. Plans made now for long range development should extend to the year 2,000 or perhaps 2020. (The Dayton Rubber Company came to Richland Valley at Hazelwood, N. C., in 1940 to employ a maximum of 125 workers in a 35,000 sq. ft. building. In 1960, 20 years later, it had more than 10 times its original floor space and had employed more than 2,000 workers. It continues to grow. Wellco Shoe Company started in the same year in a wing of the Dayton Plant with 25 employees. Today it is in its own building with 600 employees.)

Growth industries insure steady employment and orderly growth, while many less stable industries are short-term stop and go operations which retard development.

Future growth of the Town of Murphy will, of necessity, be toward the East. The Hiawassee River and reservoir, west and north of the town, are deterrents to great expansion in these directions. The narrow gorge and the river to the south prevents development along Highway 64 toward Hayesville. Up the valley river to the east is the only feasible direction for orderly growth. This is toward the Town of Andrews, which will, for some of the same reasons, grow westward toward Murphy - only 16 miles separate the two towns at this time.

The aggressiveness of Andrews leadership has attracted several high type manufacturing industries to the Andrews area. It is a strong component for valley development between the two towns. The District Hospital for the three counties is located here and serves as stimulant to future growth. The tourist and recreation economy is

not so strong as that of Murphy, but several facilities are developing in the town. Two housing programs are working to meet the need for additional housing.

At this point it appears both logical and likely that a consolidated comprehensive high school to serve the county will be located in the valley between the two towns. This will be accomplished sometime between 1975 and 1980. The alternative is two schools to serve the county and possibly some students from neighboring counties.

Much additional future county growth will take place in the rural area of Peachtree. This is the location of the Tri-County Technical Institute and the site of three fine industrial manufacturing plants. Further development of basic facilities will make the area even more desirable as a business, industrial and residential area. This is a part of the Murphy area of significant growth potential.

CLAY COUNTY

The Clay County economy is closely linked to that of Cherokee County and Murphy. It will become more and more important as a labor resource area and bedroom for workers commuting to jobs in the Valley River Corridor. It is in the retail trade area of Murphy and in the medical service area of the Tri-County District Memorial Hospital at Andrews.

The recreation potential of the county is directly related to that of Cherokee County. Clay is near the center of the Recreational Terminal Complex in North Carolina and North Georgia. It is on the Hiawassee River and in the center of the Upper Hiawassee

River Basin development area. Recreation will become the major source of economic improvement during the decade of the 70's. The town limit of Hayesville almost borders the shoreline of beautiful Lake Chatuge. The county has unlimited space for residential development of all types and for all income levels. By use of Farmers Home Administration loans, much has been done to meet the housing needs of the people.

Support facilities for tourism are weak, but will develop as demand for such accommodations increases. A championship golf course is nearing completion on the shores of Lake Chatuge.

Summer camps, ranches, conference centers campgrounds, motels, cottages and restaurants are a few of the facilities needed and which will attract private investors as the recreation potential develops.

Agriculture can and will remain the backlog of the economy and will provide the basic food supply for both full and part-time farmers. Poultry, beef cattle and field crops are leading sources of farm income. Forest products also provide a major cash farm income, but industrial sites are limited only by the availability of basic facilities and utilities. Some industrial expansion will take place as transportation improves.

Without rail transportation, industrial activity will be limited to light industries, electronics, light assembly, needle and cut and sew operations. Perhaps some chemical operations will develop after new highways provide better transportation for the area. As the community develops, more new manufacturing industries will come. A 600 employee plant was announced for Hayesville only 60 days ago.

With new employment opportunities, recreation development, housing and other activities, the rate of population growth will exceed all present forecasts for the town and county. The availability of open space for nearly ideal living conditions, the close ties with the neighboring county of Cherokee, with significant growth potential. and proximity to the urban center of Atlanta, unherald growth will take place in Clay County.

GRAHAM COUNTY

Graham forms the third side of the tri-county region. A sharp contrast exists between this county and its two far western neighbors.

First, it is characterized by rough mountainous terrain. It is isolated from all its neighbors by mountain ranges and gorges. Access is difficult and limited from any direction. Second, movement within the county is difficult. A high ridge divides the county into two distinct segments which bear little resemblance to each other. Two river basin watersheds drain the region, the Cheoah and the Little Tennessee. The Cheoah River and its tributaries drain the southern portion of the county around Robbinsville, the center of population.

The two river basins are separated by the Cheoah Mountains. The Little Tennessee River is in a narrow gorge now covered by the Fontana Dam impoundment of the TVA. The terrain of this northern sector is rough, supports little agricultural activity, borders the Great Smoky Mountains National Park to the north and is best suited to recreation development. Fontana Dam Village resort is a self-

contained tourist mecca of considerable significance to the county's economy. The Village, Dam and Lake comprise a powerful magnet to attract tourists to the region. Very limited development of the lake shoreline and poor highway access have retarded expansion of the tourist economy.

Access to the Fontana Lake, Village and northern sector of the county is over Highway #28, a tortuous route from Highway 19 at a point west of Bryson City that winds endlessly westward along the Lake shoreline, across the ridges, mountains, ravines and gorges to the Dam and Village. It continues down the winding river gorge to a point of intersection with Highway 129 near the Tennessee line.

Access to the southern sector of the county is at Topton, where Highway 129 intersects with U. S. 19. This is the best access road to the county. The highway has been improved recently over the 10 miles from Topton to Robbinsville. Sections beyond Robbinsville are now under construction, but its course is a tortuous route around the north shore of Lake Santeetlah and down the steep, winding gorge of the Cheoah River to the Tennessee line. Another road from Robbinsville crosses the Cheoah Mountain ridge to connect with Highway 28.

Rugged terrain and poor roads within the county prevent the formation of one consolidated comprehensive high school at Robbinsville. A small high school must be operated at Stecoah and another, Mountain View, is in the remote northern sector to serve the families employed at the hydro-electric plants and a few natives living in the mountains.

Agriculture is important as a source of domestic food supply and a backlog to the family economy. Lumbering and timber products are

still important to the economy, but is a declining facet due to large tracts of timbered land tied up in the park and Nantahala National Forests. A small Burley tobacco crop is sold in the county each year and a few farmers are producing vine-ripened trellised tomatoes. Beef cattle is one of the leading sources of cash farm income.

The industrial potential is severely restricted by a limited labor supply, rough terrain, few suitable sites and poor transportation facilities. The Graham County railroad is obsolete and serves the lumber industry almost exclusively. A recent innovation is a promotion of the railroad as a scenic tourist attraction, providing children and families a train ride pulled by an old-time steam engine.

In spite of the limitations, some very high type industrial operations are in or near Robbinsville and as facilities are made available, others will come.

Recreation holds the greatest potential for sound economic development of the county. The scenic mountains, clean, clear atmosphere and the beautiful lakes are powerful magnets to attract tourists.

Every stream is a trout stream and the lakes abound with bass. pike and other game fish. The county is one of the few remaining areas for "big" game as this country knew it. The Black bear, the Russian wild boar and deer are all found in the rugged mountain forests.

Efforts should be directed to encourage recreation development. More land should be retired to forests, more streams improved for a more natural habitat for trout. Measures to prevent the damage of flash floods should be taken.

Urban base facilities of water and sewage systems are needed immediately for the Town of Robbinsville and its environs. Recreation

facilities should be provided, both in the town and in the county, for natives, tourists and as commercial private enterprise.

Campgrounds, wilderness and trailer camping, should be provided. Trout catch-out ponds are popular for children and older tourists who cannot navigate the rough mountain streams. Additional lodges and motels of high quality should be provided to meet the needs of the more sophisticated vacationer wishing to get away from it all. Fontana Village meets many of these requirements, but not the total need of the county for this type facility. There are many fine lodges, but not enough to meet future demands or bolster the local economy.

The county's economy is also linked with that of Cherokee County. Workers from Graham can and do find employment in Andrews, and the county will continue to be a source of labor for the Valley River Corridor. The bedroom concept must be developed, rather than allow Graham County's work force to move out of the county. Home ownership is a stabilizing influence on the work force of any community and should be encouraged here. It also expands the ad valorem tax base of local governments. Housing projects are underway to meet this need.

JACKSON COUNTY

Sylva, the county seat of Jackson County, is the focal point of the area of significant growth potential in the three counties of Jackson, Macon and Swain.

The County of Jackson has managed to maintain a well balanced economy. It is broad based and does not rely too heavily on any one segment. Stability has characterized the economy as well as the local

governments.

Alert leadership has guided the county toward achievement of established goals. Some floundering has occurred and slight fragmentation of effort has developed, but the county's accomplishments indicate more than the average degree of coordination of effort and cooperation among the people and with their leaders.

County growth has outstripped that of the town of Sylva in many respects, but this is not an uncommon situation. Sylva is cramped by surrounding mountains and congested by Main Street highway traffic; the railroad and a polluted stream, all share the narrow valley in which the town is situated. By-pass highways will help solve the congestion problem.

The retail economy showed only a modest increase in 1967 over 1960; not quite double in volume and not in proportion to its population increase - not generally more than enough to cover the inflationary trends of the same period. The condition of the business climate is not characteristic of a healthy one. No new commercial buildings have been added during the past 10 years or longer. Very few renovations and modernizations have been undertaken.

The skyline of the town is not growing and has not changed in many years. Vacant lots are very prevalent on Main Street. Low income businesses are housed on Main Street in good locations.

The town has not developed an efficient thoroughfare plan for movement of traffic and very limited parking space for convenience of shoppers is available.

A healthy competitive business environment does not exist in the town except possibly in automotive sales, new and used. These

should be moved out of the town into less cramped quarters and more convenient to the public.

Retail sales are being lost to neighboring towns and larger population centers, where competitive prices are lower and greater choice of merchandise is available. This is particularly true in the cut-rate discount sales and in the upper levels of better quality style merchandise. Many dollars go to outside grocery stores.

Construction inside the town has been very limited. Residential construction is at a standstill. A new Baptist Church, federal building, a new bank facility, and currently the Jackson County Library are the only major projects during recent years. The Jackson County Courthouse was renovated by the county during 1969. Outside the town is one of the town's and county's greatest assets, the C. J. Harris Community Hospital, which is nearing completion of a two million dollar expansion project.

The growth of Sylva within its present boundaries will be further retarded and constricted by the construction of two by-pass highways; one to the north of the town and one to the south. It will be difficult to cross these corridors.

Consequently, much of the future growth will take place along the new 4-lane Highway 107 southward toward Cullowhee. It will be a highly undesirable strip development along the 200 ft. right-of-way of a high speed traffic artery. It will be about 400 ft. wide and three miles long to a point near Locust Creek. Because the highway is not built to limited access specification, this strip development with indiscriminate egress and ingress will soon destroy the ca-

pability of the highway to move traffic and will become a hazard to life and property of those attempting to use it.

Land use planning and immediate orderly town expansion are alternatives. In order to be fair to all citizens for the protection of life, property and property values, a realistic land use plan and zoning regulations should be adopted immediately for the entire county.

From the Locust Creek road to Cullowhee, the Highway 107 will be relocated across the river. This will encourage some new development on this side of the valley, but the terrain is best suited to residential rather than commercial uses. The old Highway 107 should become a quiet and little used highway largely for local slower traffic rather than fast through traffic as at present. This three mile section from Locust Creek to Cullowhee, should become ideal residential developments, consequently, should have established subdivision regulations and zoning for investment protection. Water and sewage systems should be provided. This development would become a three mile northward extension of the community of Cullowhee, now congested on and around the University campus. This growth will continue to utilize a valuable state highway rather than allow it to be abandoned.

The river valley has considerable recreation potential and should be developed in an orderly manner. The river is now a trout stream; beaches, playgrounds, camping areas and other facilities should be developed along the river.

It is the county's responsibility to take the necessary steps to protect, not only Jackson County's greatest asset, but the

greatest asset of the entire southwestern region, the campus of Western Carolina University. The University's growth must not be retarded as will be the case if immediate community planning is not done.

The agricultural economy of the county is sound. Home gardens, field and vegetable crops of cabbage, beans, potatoes and tomatoes on a commercial scale are important sources of farm income. Timber and wood products are the largest source of farm income. Production of beef cattle is important.

The industrial economy continues to fluctuate as weaker industries are replaced by new and hopefully stronger ones financially. The county will not grow into a major industrial complex.

A shift away from blue collar to white collar jobs is already underway. The town and county have made great strides toward becoming a government service center with many regional offices located here. Continued growth at the University will speed the change. The service fields will expand sharply to meet the demands. Banking services have expanded recently to give better service. The Savings and Loan activity in Sylva and neighboring towns are growing as a result of Jackson County growth. Insurance services will expand with the growing population. Real estate activity should expand with the University growth and population increases.

A definite trend toward recreation and tourist facility operation will continue at an accelerated rate.

Housing is a critical need at all levels of income. The private sector has not been able to meet the needs. Improvements in transportation will provide greater opportunities for the county, some

of them new. But the same transportation facility will carry business away if the county fails to prepare to meet the new and accelerated demands for goods and services at the local level.

Education is the largest segment of the county's economy. Western Carolina University and the Southwestern Technical Institute are both in the Sylva retail trade area. Some $25,000,000 annually are poured into the local economy by these institutions. Goods and services purchased in the region add materially to the regional economy.

MACON COUNTY

Macon County is a Smorgasbord of the best to be found in the Southwestern Local Development District. It is probably the best balanced economy of the six counties and perhaps in much of the Appalachian region.

It has a strong agricultural backlog for the economic base, including field crops for feed and forage, adequate grazing lands for livestock. It is suited to the production of dairy products and beef cattle, pork, poultry and eggs, and commercial hatching eggs. The Southern Highland portion is particularly well suited to production of farm produce, the principal crops being cabbage, string beans, Irish potatoes and truck crops of less significance. Apples and other fruit and berry crops add to the economy. Ready markets are found in Atlanta, Birmingham, Knoxville and other nearby population centers for fresh farm commodities.

The county continues to enlarge and expand its industrial economy. A good variety of industrial job opportunities are found in

the county. Furniture and furniture reproductions of highest quality are produced by native craftsmen. Hardwood products, especially flooring made from native Appalachian hardwoods, are produced in Franklin. Sawmills about the county convert the logs into lumber for the local and export markets. Cord wood for the pulp and paper mills is a good source of income for less valuable species of timber. Franklin is also a market for choice hardwoods produced in neighboring counties. Wearing apparel, hosiery and other accessories are proudced here. Burlington Industries has an operation at Franklin and another operated by the Van Raalte Company are major employers of women. Men are employed in timber and lumber operations, mining and mineral processing and in business and industry of the town and county.

A major source of income to the county is tourism and recreation. The promotion of the county as a source of gem stones attracts a special breed of tourists called "Rock Hounds" who remain for prolonged periods to dig for rubies and other gem stones in the mineral deposits of the county. The usual number of tourists are attracted to the county for its scenic beauty and excellent climate. Many permanent homes for retirement purposes are found here, and Highlands is a summer resort at near 4,000 ft. elevation, the highest incorporated town in Eastern America. It is a summer colony of residents from Atlanta, Birmingham, New Orleans and many cities in Florida and the Southeast.

The tourist economy is strong in the county which provides the balance between agriculture, industry and tourists. Due primarily to the strong tourist economy, retail sales in the county outstrip the neighboring counties in the district in rate of growth and

per capita expenditure.

Several of the county's past weaknesses are being corrected. An airport already in operation near Franklin will replace, to a major degree, the loss of rail service to Atlanta, Georgia. It will boost the tourist segment of the economy and reinforce the recreation development of the county and region.

A large occupational training center is planned for use of the entire county to be located at Franklin High School. It will be a training facility for the high school enrollment and for adult training and education at night and during summer months.

Corridor "A" of the Appalachian Developmental Highway System will connect the county with its neighbors and provide a new route to Atlanta, Georgia.

A county-wide recreation project and program will improve the county as a place to live and serve as a magnet to hold much of the native population and to attract tourists to the county. The rate of out-migration is leveling off.

A Townlift project designed by the TVA and a town recreation park will enhance the desirability of the town as a retail trade and service center.

A community hospital in the developmental stages will improve and enlarge the medical service area when completed. Funds raised locally were used to purchase a private hospital which will, with public funds, be enlarged and improved to meet local needs and standard requirements of the N. C. Medical Care Commission and other funding agencies.

A need of long standing in the county will be met when the

TVA completes the feasibility studies and plans for development of the county' water resources. Multi-purpose uses for recreation, water supplies and flood control are expected to justify the expenditure of huge sums of federal funds to be appropriated by the congress to complete the project on the Upper Little Tennessee River in Macon County. Water impoundments with storage reservoirs, dry dam construction and stream channel improvements are expected to be a part of the project. All segments of the economy will receive a boost from this one natural resource development.

The county is already operating a highly successful sanitary landfill project for solid waste disposal.

The potential of the county is great, but many needed adjustments must be made. Improvement of transportation within the county is a great need. Highway #64 from Highlands to Franklin is totally unsatisfactory for modern traffic needs. Highway #28 from Franklin to U. S. Highway 19 below Bryson City is also inadequate. It is a poor commercial truck route and equally poor as a highway for workers commuting to jobs in Swain and other counties and as a tourist artery to Fontana Dam, the Great Smoky Mountains National Park and other scenic resort attractions. At present, all three facets of traffic are attempting to use the narrow, tortuous route down the Little Tennessee River, and across the ridges and valleys to Highway 19. Highway #64 to Highlands is even worse. It is located in the wild and scenic Cullasega River gorge. The highway is steep, narrow and crooked in the extreme. It is a favorite tourist route but is actually unsafe for travel. Relocation is probably the best answer.

A water crisis exists in the Town of Franklin. A domestic

water supply must be developed at once if the Town of Franklin continues to grow and an industrial supply is necessary for further industrial expansion.

The industrial economy must expand in order to provide additional job opportunities for the male work force. Jobs are needed for the hardcore unemployed, the underemployed, the surplus farm labor and the young people entering the labor market from military service, high school graduates and graduates of the regional technical institute at Sylva. Jobs are also needed to attract former residents back to the county.

A project for expanded sewage disposal facilities is also essential to further town growth.

The community hospital must become a reality at the earliest date possible in order to meet the hospital needs of the people. The only other hospital in the county is a small hospital at Highlands It cannot absorb additional needs of the county. All these are high priority projects for future development.

Franklin and Macon County should continue as a side of the area of significant growth potential from Sylva and Jackson County. However, it is approaching a level of development into a significant growth area within its own boundaries, and should be considered a good investment area for additional public funds.

SWAIN COUNTY

The economy of Swain County is broad based. Bryson City, the county seat of government is the population center. Areas surround-

ing the town are sparcely settled. This is due, in large measure, to the large tracts of land taken into the Great Smoky Mountains National Park and covered by the Fontana Dam Reservoir. Several rural community and sawmill population clusters were covered when the reservoir was filled.

Swain County is the third side of the tri-county region of significant growth potential. It is strategically located for tourist and recreation development. The Bryson City town limit almost touches the border of the park. The county border and park boundary are a common boundary from the Cherokee Indian Reservation westward several miles to the Graham County line. The town's proximity to the park, the Cherokee Indian Reservation and Fontana Lake make it a natural tourist mecca during summer months. Support facilities for the tourist business are the best in any town in the Southwestern counties. Bryson City is not a wintertime "Ghost Town." Several of the motels are open on a year-round basis and the leading restaurants do a good winter season business. Most of the outlying motels and resorts close during the winter months.

Swain County and Bryson City are near the geographic center of a recreation complex developing from Fantana Dam in Graham County southward to Bryson City, including the Fontana Lake and National Park, the Cherokee Indian Reservation and southward to Sylva and Cullowhee, the location of Western Carolina University and farther south up the Tuckaseigee River to Lake Thorpe, Bear Lake and Wolfe Lake to the crest of the Blue Ridge, the peak of the Eastern Continental Divide,and across to Cashiers Valley. Beyond this point, the resort area blends with

the Town of Highlands, already mentioned in the Macon County summary. Between Cashiers and Highlands, is Whiteside Mountain, the highest natural cliff, 2000 ft., east of the Rocky Mountains.

Every type of recreation is already found in this Crescent. Fishing and water sports are scattered throughout the three counties; camping potentials are good, but inadequately developed. Scenic motoring in the park and on the Blue Ridge Parkway is unexcelled in Eastern America. Spectator sports in season are at the University; also summer programs of study and recreation are offered at the University. Winter sports are enjoyed at Cashiers and Highlands. The outdoor drama, "Unto these Hills" and other exciting attractions are on the Reservation. The region abounds with trout streams, catchout fish ponds and wild game hunting during the season.

The industrial economy of Swain County is strong and expanding.

Swain's leadership is developing the only industrial park in the district. It is under the technical advice and assistance of the Industrial Division of the State Department of Conservation and Development.

Present industries include furniture, T. V. cabinets and other wood processing industries.

The agricultural economy ranges from field crops for feed and forage to specialty crops such as Burley tobacco and trellised tomatoes. Vegetable gardens are still the stabilizing force of the agricultural economy. Thrifty housewives who grow, can and preserve vegetables; fruits and berries provide the staples in the family diet. Most farms also produce poultry, eggs, pork and dairy products in suf-

ficient quantities to meet total family needs. These items were at one time a good source of petty cash for the housewife, but commercial farms and modern packaging have shut off this source of cash income. One of the few commercial trout farms in the mountains is in Swain County, and there are numerous catch-out ponds for children and tourists which add to the recreation economy.

Future growth of the Town of Bryson City and Swain County will be determined by a number of factors.

Elimination of the pollution of the Tuckaseigee River which flows through the center of town will add to the attractiveness of the entire area.

Bryson City needs improvements to its water and sewage systems.

The industrial park must be provided with water and sewage systems before new industries can be attracted.

A new comprehensive county high school is needed with a strong emphasis on occupational training facilities and programs.

A solid waste disposal system is being implemented, but needs support and expansion of service.

A land use plan with subdivision regulations and building code adoption and enforcement need to be developed. Scarcity of land in the county requires maximum efficiency in its use.

The county has rail service, but needs new highways and highway improvements. Corridor "K" of the Appalachian Developmental Highway system will bring some relief. In town, congestion will be relieved by the corridor by-pass of the town. An improved Highway 19 to the Cherokee Indian Reservation would be of mutual benefit.

Recent accomplishments include: a hospital expansion, a new town hall and fire department, a recently developed thoroughfare plan - including two new bridges across the Tuckaseigie River - approval of structures to house the Fontana Tri-County Regional Library, and a Public Library for local use.